

REQUEST FOR PROPOSALS

RFP No. WSDOT-SD-ED01-04

By

Staff Development Branch

PROJECT TITLE

Employee Development Training

David Supensky, Program Manager

Tammy Wylie, Program Assistant

PROPOSAL DUE DATE

3:00 PM, January XX, 2004

EXPECTED CONTRACT TIME PERIOD

Three Years with option to extend an additional two years

CONSULTANT ELIGIBILITY

This procurement is open to those consultants which satisfy the minimum qualifications stated herein and which are available for work in Washington State.



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Department of Transportation**

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 - 8.2. WSDOT Course Descriptions (for each course)
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 - 8.4. Examples of Detailed Course Outline and Macro Overview



REQUEST FOR PROPOSALS

December 23, 2003

1. INTRODUCTION

The Washington State Department of Transportation, hereafter called “DEPARTMENT,” is initiating this Request for Proposals (RFP) to solicit proposals from organizations or individuals, hereafter called “CONSULTANT,” interested in participating in work as listed in this RFP.

2. BACKGROUND

2.1. **Training Programs:** The DEPARTMENT provides employee training in the following programs: Leadership and Management, Technical/Professional, Employee Development, Maintenance, Safety, and Information Technology. This RFP solicits proposals for the Employee Development Program only.

2.2. **Academic Approach:** All DEPARTMENT training programs require training courses to meet specific training needs unique to the DEPARTMENT’S mission, strategic goals, quality values, and diverse work culture. The DEPARTMENT emphasizes instruction that is of a practical hands-on nature rather than a rigid academic approach.

3. STATEMENT OF WORK

The DEPARTMENT enters into Training Agreements with qualified CONSULTANTS to perform work as listed in the categories below:

3.1. **Course Design/Development:** This involves accomplishing two general actions, usually in conjunction with DEPARTMENT subject matter experts and training staff, (1) Course design and development, and (2) Development of instructor and student materials. *This RFP has no requirement for course design and development or development of instructor and student materials.*

3.2. **Course Delivery:** The CONSULTANT’S effort is usually limited to delivery of courses and materials already developed. The medium envisioned is normally instructor-led training in a classroom setting. The DEPARTMENT emphasizes hands-on, experiential-based, interactive instruction using an adult learning model. Tailoring to meet the DEPARTMENT mission, strategic goals, and skills may be required. *This RFP solicits course delivery in programs for the following courses:*

- 3.2.1. Clerical Effectiveness – ATO
- 3.2.2. Conflict Management – ATC
- 3.2.3. Grammar Review – AE2
- 3.2.4. Interpersonal Communication – ARO
- 3.2.5. Listening Skills – APW
- 3.2.6. Media Interview Training – ASJ
- 3.2.7. Oral Presentation Techniques – ACV
- 3.2.8. Personnel System – AOW
- 3.2.9. Project Team Building – Partnering – A6P
- 3.2.10. Proofreading Techniques – ATH
- 3.2.11. Public Contact Skills – ABV
- 3.2.12. Reading Accelerated – AOA
- 3.2.13. Secretarial and Administrative Development – AXA
- 3.2.14. Stress Management – APN and Refresher – B1G
- 3.2.15. Telephone Techniques – APP
- 3.2.16. Time Management – AAO
- 3.2.17. Train the Trainer – AD9
- 3.2.18. Training One-on-One – ARX
- 3.2.19. Writing Managerial Letters and Memos – AT2
- 3.2.20. Writing Reports – AQQ

3.3. **Course Design/Development and Delivery:** The DEPARTMENT may request both Course Design/Development and Course Delivery. *This RFP has no requirement for a combination of course design/development and course delivery.*

3.4. **Consulting:** The DEPARTMENT may request consulting for a specified area. *This RFP has no requirement for consulting for a specific area.*

4. **PROPOSAL REQUIREMENTS**

Proposals in response to this RFP must contain the following:

4.1. **General:**

- 4.1.1. Licensing: The CONSULTANT must be licensed to do business in the state of Washington. For information about licensing or exceptions, call the Washington State Department of Licensing at (360) 664-1400, or the Washington State Department of Revenue at 1-800-647-7706.
- 4.1.2. Personnel: Submit a description of the CONSULTANT'S firm and any expected subcontractor(s) who might be involved, including a general overview of the firm and resumes of lead personnel. Any related experience, periods of availability for work, and a list of references.
- 4.1.3. Approach and Understanding of Requirements: Submit a description of how the CONSULTANT will accomplish the development and/or delivery outlined in this RFP. This should include a statement of approach to the project, staffing procedures, and identification of course goals, course objectives and course content, if applicable. (See examples of the Detailed Course Outline and Macro Overview.)

- 4.1.4. Previous Work: Submit a sample of previous work showing a product representative of the CONSULTANT'S expertise in the area of interest.
 - 4.1.5. Cost Proposal: Submit cost proposals using the applicable attached cost sheets. Materials cost, licensing fees, including fees for DEPARTMENT led training, are to be shown separately, as applicable.
 - 4.1.6. MWBE (Minority and Women's Business Enterprises) Requirement: Complete and submit a Training Services Consultant Information Sheet, which indicates MWBE status. See attached form.
 - 4.1.7. Training Evaluation: Submit an explanation of how learning will be measured, i.e., verbal quiz, written test, performance test, or other learning measurement method.
- 4.2. **Products submitted for each course with this RFP:**
- 4.2.1. Course Description (copies provided and attached)
 - 4.2.2. MACRO overview (example attached)
 - 4.2.3. Detailed Course Outline (example attached)
- 4.3. **Products to be delivered after award of Training Agreement:**
- 4.3.1. Instructor Packet for each course delivery to include: MACRO overview, course lesson plan, list of audio/visual aids, i.e., charts, graphs, maps, devices, equipment, video, books, illustrations.
 - 4.3.2. Student Materials Packet for each course delivery to include: Student notebooks/workbooks, case studies and practical exercises, handouts and reference materials, student examination/test materials, and other materials as needed to provide quality instruction and learning.

5. **POLICIES AND CONDITIONS**

- 5.1. **Proposals:** Proposals and associated materials submitted by prospective CONSULTANTS will not be returned. Submission of materials for the RFP does not provide ownership to the DEPARTMENT unless ownership is established through purchase or other applicable arrangements.
- 5.2. **Proprietary:** If the CONSULTANT considers any of the information contained in the proposal as proprietary, the portion(s) considered proprietary must be clearly designated. Marking of the entire proposal as proprietary will not be accepted. The MACRO Overview and Detailed Course Outlines cannot be marked as proprietary items.

- 5.3. **Evaluation:** Proposals will be evaluated by a DEPARTMENT Selection Board convened within thirty days after the closing date for submittal.
- 5.4. **Minority and Women Business Enterprises:** The DEPARTMENT encourages Minority and women-owned organizations and enterprises to respond. For information regarding MWBE certification, call (360) 753-9693, or write to OMWBE, 406 South Water, Post Office Box 41160, Olympia, Washington 98504-1160.
- 5.5. **Washington State Affirmative Action:** Training Agreements will be awarded and administered in full compliance with Washington State Affirmative Action laws and policies.
- 5.6. **Independent Consultants:** Individuals employed by Training Agreements will function as independent CONSULTANTS, not as agents or employees of the DEPARTMENT or the State of Washington.
- 5.7. **Consultant Availability:** CONSULTANTS must make themselves available, at no additional cost, for reasonable planning, coordination, and consultation with the DEPARTMENT'S staff during the life of the Training Agreement.
- 5.8. **Task Assignment:** CONSULTANTS will be authorized to perform work by Task Assignment. This is a document that specifies what task or work will be done providing specific dates, times, locations and cost. The task assignment must be signed by the CONSULTANT and the authorized representative of the DEPARTMENT prior to the performance of any task or work.
- 5.9. **Payment of Fees:** Fees for Training Agreement performance will be paid for each session actually delivered on a session-by-session basis. Fees will be based on the CONSULTANT'S approved cost proposal for work and will be paid on a Task Assignment basis.
- 5.10. **Partial Payments:** Partial payments for Task Assignments may be negotiated between the CONSULTANT and the DEPARTMENT.
- 5.11. **Travel and Per Diem:** All travel and per diem will be the responsibility of the CONSULTANT and should be considered when preparing cost proposals. No separate allowances or fees will be paid for travel or per diem.
- 5.12. **What the Department Provides:** For the performance of sessions the DEPARTMENT will provide the following, as appropriate: room or facility, attendance rosters and evaluation forms, and audio-visual equipment arranged for in advance, which may include: flip charts and stands, overhead projectors, and marker boards. Other audio-visual equipment may be provided upon request, if reasonably available to the DEPARTMENT.

- 5.13. **What the Consultant Provides:** CONSULTANT'S will provide materials and equipment as indicated in paragraphs 4, *Proposal Requirements*.
- 5.14. **Period of Contracts:** Training Agreements will be awarded for a three year period. The DEPARTMENT reserves the right to extend the contract for an additional two year period at the same costs.
- 5.15. **Contract Direction and Administration Responsibilities:** A DEPARTMENT Staff Development Program Manager will be responsible for providing general direction and administration throughout the life of an awarded Training Agreement. The responsible manager will be the final authority for decisions pertaining to the Training Agreement.
- 5.16. **Copyright Privileges:** All copyright privileges for any material developed to satisfy the terms of the Training Agreement resulting from this RFP process are to remain the property of the DEPARTMENT. Exceptions to this policy must be agreed upon by the DEPARTMENT and specified in writing in the Training Agreement.
- 5.17. **Property of the Department:** All DEPARTMENT written materials that are required by the CONSULTANT for session implementation will be made available by the DEPARTMENT upon request. These items remain the property of the DEPARTMENT and are to be returned to the DEPARTMENT upon request.
- 5.18. **ADA:** The DEPARTMENT complies with the Americans with Disabilities Act (ADA). CONSULTANTS may contact the RFP responsible Program Manager to receive this RFP in Braille or on tape.
- 5.19. **Proposal Format:** All proposals must be on eight and one-half by eleven (8½ x 11) inch paper and place in binders or folders with tabs separating the major sections of the proposal.
- 5.20. **Signatures:** The Letter of Submittal and forms requiring signature must be signed and dated by a person authorized to legally bind the CONSULTANT to a contractual relationship, e.g., the President or Executive Director if a corporation, the managing partner if a partnership, or the proprietor if a sole proprietorship.
- 5.21. **Failure to Comply:** The CONSULTANT is specifically notified that failure to comply with any part of the RFP may result in rejection of the proposal as non-responsive.
- 5.22. **Revisions to the RFP:** The DEPARTMENT reserves the right to revise the RFP and to issue addenda to the RFP. The DEPARTMENT further reserves the right to cancel or to reissue the RFP in whole or in part, prior to execution of a contract. In the event it becomes necessary to revise any part of the RFP, addenda will be

provided to all those who received the RFP.

- 5.23. **Acceptance Period:** Proposals providing less than 60 days for acceptance by the DEPARTMENT from the due date set for receipt of the proposals will be considered non-responsive and will be rejected. Proposals that do not address all areas requested by the RFP may be deemed non-responsive and may not be considered for a possible contract resulting from this RFP.
- 5.24. **Rejection of Proposals:** The DEPARTMENT reserves the right at its sole discretion to reject any and all proposals received without penalty and not to issue a contract as a result of this RFP. The DEPARTMENT also reserves the right at its sole discretion to waive minor administrative irregularities contained in any proposal.
- 5.25. **Most Favorable Terms:** The DEPARTMENT reserves the right to make an award without further discussion of the proposal submitted. [NOTE: An exception is that the responsible RFP Program Manager may contact the CONSULTANT for clarification of a portion of the CONSULTANT'S proposal.] Therefore, the proposal should be submitted initially on the most favorable terms which the CONSULTANT can propose. There will be no best and final offer process. The CONSULTANT should be prepared to accept this RFP for incorporation into a contract resulting from this RFP. Contract negotiations may incorporate some or all of the CONSULTANT'S proposal. It is understood that the proposal will become part of the official file on this matter without obligation to the DEPARTMENT.
- 5.26. **Obligation to Contract:** This RFP does not obligate the State of Washington or the DEPARTMENT to contract for service(s) specified herein.
- 5.27. **Costs to Propose:** The DEPARTMENT will not be liable for any costs incurred by the CONSULTANT in preparation of a proposal submitted in response to this RFP, in conduct of a presentation, or any other activities related to responding to this RFP.

6. INSTRUCTIONS FOR SUBMITTING PROPOSALS

- 6.1. **Review Cover Letter:** The cover letter to this RFP provides the closing date and time for submitting the RFP, and it includes additional introductory and background information.
- 6.2. **Review the RFP:** Review the RFP including all appendices and examples.
- 6.3. **Determine if a Proposal is Desired:** Proposals may be submitted for part or all of the RFP, outlined in paragraph 3., Statement of Work, unless otherwise noted.

- 6.4. **Submit Five Copies of the Complete Proposal:** Ensure all applicable proposal requirements are met as stated in the RFP. If proposals are submitted for more than one course delivery or development, five copies of the RFP must be submitted separately for each.
- 6.5. **Additional Information:** For additional information or assistance, call the DEPARTMENT'S Employee Development Program Manager, David Supensky at (360) 705-7068 or Program Assistant, Tammy Wylie at (360) 705-7069.
- 6.6. **Identify the RFP Packet:** Proposals must be received at the address below no later than the date and time indicated on the cover letter to this RFP. Address the RFP packet as follows:

Washington State Department of Transportation
Staff Development Branch – David Supensky
REQUEST FOR PROPOSALS, No. WSDOT-SD-ED01-04
Transportation Building, Room 1B19
Maple Park Ave., SE
PO Box 47310
Olympia, WA 98504-7310

7. SELECTION PROCESS

- 7.1. **Selection Board:** A DEPARTMENT selection board will be convened to review all proposals submitted. The board will be convened within 30 days of the closing date for submittals. Based on the board's review, consultants will be selected and Training Agreements will be completed and executed. At the option of the DEPARTMENT, interviews may also be required.
- 7.2. **Criteria for Selection:** The following criteria will be used to select proposals submitted in accordance with this RFP, as applicable:
 - 7.2.1. **Instructional Design:** Demonstrates that a systematic process was employed by the consultant to integrate course design, instructional development, methods and media, and training evaluation.
 - 7.2.2. **Course Content:** Completeness and quality of each proposed course for delivery and methods for achieving the behavioral objectives and the transfer of training to the work environment.
 - 7.2.3. **Instructional Methods and Media:** The methods proposed for transferring learning, to include: relevance to work situations; variety; appropriateness to subject matter; usefulness of approach; use of interactive method and training technology.
 - 7.2.4. **Evaluation:** The degree to which quizzes, written exams, or performance evaluations emphasize main teaching points, motivate attendees, and

measure ability to accomplish behavioral objectives listed in the course description.

- 7.2.5. Capabilities: Description of the consultant's staff, their education, experience, and applicable capabilities. The consultant's experience, resources and ability to execute the contract within the specified time and manner.
- 7.2.6. Cost: Cost will be considered in view of the Department's budget and reasonable market pricing for product and services expected.
- 7.2.7. Affirmative Action: Disadvantaged business participation will be considered as discussed in paragraph 5.5 and 5.6.
- 7.2.8. Tailoring: The degree to which the training is consistent with the Department's mission, strategic goals, quality values, and diverse work culture.

8. APPENDICIES

- 8.1. Training Services Consultant Information Sheet
- 8.2. WSDOT Course Descriptions (for each course)
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**Washington State
Department of Transportation**

REQUEST FOR PROPOSALS

TRAINING SERVICES

CONSULTANT

INFORMATION SHEET



**Washington State
Department of Transportation**

REQUEST FOR PROPOSALS

Training Services Consultant Information Sheet

Name of Business: _____

Business Revenue Registration Number: _____

If business is *not* incorporated, your
Social Security or Federal Identification Number: _____

Names of Consultant Instructor(s)/Facilitator(s):

Business address: _____ Telephone/Fax Numbers:

_____	_____
_____	_____
_____	_____

The following must be completed:

51 percent of business owned and administered by disadvantaged _____ Yes _____ No
If your answer is yes, review the following:

Is your firm registered with the Washington State Office of Minority
and Women's Business Enterprises: _____ Yes _____ No

Certification Number: _____
*Assigned by the Office of Minority and Women's Business Enterprises
Attach documents showing certification to the RFP.*

Is any person employed by your organization a current or former state
employee? _____ Yes _____ No
If YES, list the employee's name, agency, date last employed, position,
title, Social Security Number, and date of employment termination.

Attach resumes for each consultant instructor/facilitator to include the following:

1. Brief bio-sketch (1 paragraph)
2. Credentials, i.e., degrees received or currently working towards.
3. Similar services you have provided/the organization conducted/type training developed/name and telephone number of any referenced client.



**Washington State
Department of Transportation**

REQUEST FOR PROPOSALS COURSE DESCRIPTIONS



Course Title Clerical Effectiveness

Course Description

This course is for employees who wish to improve general office and clerical tasks. The course content includes a review of routine clerical tasks, filing systems, and general office skills and techniques. This course may benefit both clerical and non-clerical employees at any level.

Course Objectives

Upon completion of this course participants will be able to:

1. Demonstrate an understanding of routine office and clerical tasks.
2. Demonstrate an understanding of different filing systems and how to use them effectively.
3. Demonstrate an understanding of general office skills and techniques to enhance clerical proficiency and productivity in an office working environment.

Recommended Personnel to Attend

Employees who perform various general office and clerical tasks, both clerical and non-clerical.

Program Employee Development

Hours 7

Course Code ATO



Course Title Conflict Management

Course Description

This course is designed to improve the participant's ability to manage and resolve interpersonal conflict. The course examines various techniques which are successful in resolving conflict, turning negative differences into something positive for everyone involved. The difference between constructive and destructive conflict will be discussed.

Course Objectives

Upon completion of this course participants will be able to:

1. Identify the major causes of interpersonal conflict.
2. Demonstrate an understanding of how communication patterns, attitudes, and values contribute to conflict, especially in a diversified work environment.
3. Apply communication techniques to reduce the negative effects of confrontation.
4. Identify and demonstrate alternative styles to deal with conflict effectively.

Recommended Personnel to Attend

Employees who have a need to improve interpersonal relationships and increase productivity and improve efficiency by reducing conflict in the work environment.

Program Employee Development

Hours 7

Course Code ATC



Course Title Grammar Review

Course Description

This course is designed to provide a review of basic grammar, grammar usage and punctuation in applied writing. It will also assist in improving proper grammar for persons who need to communicate orally.

Course Objectives

Upon completion of this course participants will be able to:

1. Apply the major rules of grammar for nouns, verbs, adjectives, adverbs, and prepositions.
2. Ensure there is subject/verb agreement.
3. Identify the major parts of a sentence.
4. Construct complete sentences.
5. Use punctuation marks effectively (periods, colons, semicolons, commas).

Recommended Personnel to Attend

Employees who need a review of basic grammar for application in proofreading, editing, or writing.

Program Employee Development

Hours 14

Course Code AE2



Course Title Interpersonal Communication

Course Description

This course is designed to improve employee verbal and non-verbal communication skills. The course content includes elements of effective communication as related to face-to-face contact, communication via telephone and message systems. The importance of customer and client and department contract role will be emphasized, as well as understanding the dynamics of human interaction.

Course Objectives

Upon completion of this course participants will be able to:

1. Identify verbal and non-verbal behavior that inhibits communication.
2. Apply techniques to eliminate the barriers to effective communication.
3. Apply the complete communication process, including active listening skills.
4. Demonstrate an understanding of the dynamics of human interaction.
5. Project a positive departmental service image through effective interpersonal communication.

Recommended Personnel to Attend

Employees who have a work related need to improve interpersonal communication skills to enhance teamwork, employee relations, or group harmony in the work place.

Program Employee Development

Hours 14

Course Code ARO



Course Title Listening Skills

Course Description

This course is designed for employees who wish to improve interpersonal communication listening skills. It will provide methods and techniques to improve listening skills and how to identify various listening skill problems and suggested solutions.

Course Objectives

Upon completion of this course participants will be able to:

1. Listen more effectively for content and intent during the interpersonal communication process.
2. Interpret and evaluate verbal and non-verbal messages more effectively.
3. Diagnose personal listening practices for self-improvement.
4. Demonstrate an improvement in the ability to communicate effectively.

Recommended Personnel to Attend

Employees who need to enhance their interpersonal communications through effective listening skills.

Program Employee Development

Hours 7

Course Code APW



Course Title Media Interview Training

Course Description

This course teaches techniques for selected employees to appropriately represent their organization during media interviews, including routine and crisis situations. The course includes on-camera practice at handling interviewers' questions, with video playback and constructive coaching.

Course Objectives

Upon completion of this course participants will be able to:

1. Initiate news coverage of agency programs by newspaper, radio and television news media.
2. Communicate effectively with broadcast media in crisis situations.
3. Answer difficult questions concisely and without the use of jargon.
4. Demonstrate an understanding of media presentation techniques, including proper voice inflection and articulation, appropriate eye contact, dress, posture and general professional demeanor and attitude.
5. Demonstrate an understanding of general media modus operandi, liability issues and how to deal with difficult people and situations.
6. Demonstrate an understanding of WSDOT policies and applicable legal areas pertaining to dealing with the media and media interviews.

Recommended Personnel to Attend

Selected employees who have or could have the opportunity to be interviewed by the media.

Program Employee Development

Hours 7

Course Code ASJ



Course Title Oral Presentation Techniques

Course Description

This course is designed to provide participants with the basic skills needed to develop and deliver effective oral presentations. Course content will include: discussing different types of communication barriers; understanding the process used in defining goals and determining audience needs; logical organization of material; and understanding the process of providing and obtaining constructive feedback. Participants will be required to make oral presentations in class.

Course Objectives

Upon completion of this course participants will be able to:

1. Demonstrate an understanding of various types of communication barriers.
2. Determine audience needs and plan accordingly.
3. Organize material to be presented in a logical order.
4. Demonstrate an understanding of how to provide and obtain constructive feedback.
5. Plan, develop and present an effective oral presentation.

Recommended Personnel to Attend

Employees who have a need to present oral presentations.

Program Employee Development

Hours 21

Course Code ACV



Course Title Personnel System

Course Description

This course is designed to provide an introduction to the history of the State of Washington personnel system and the concepts and legal foundations underlying it. Information will be concerning the appropriate procedures to use when dealing with the system and what roles are played by the Washington State Department of Personnel and the Washington State Department of Transportation. This course will also provide information concerning the State Merit System and related areas.

Course Objectives

Upon completion of this course participants will be able to:

1. Demonstrate an understanding of the roles played by the Washington State Department of Personnel, the Washington Personnel Resources Board, and the Washington State Department of Transportation, and other applicable organizations on personnel related matters.
2. Demonstrate an understanding of the personnel procedures used for recruitment, appointment, promotion, demotion, transfer, examinations, classification, and salary survey.
3. Complete a Classification Questionnaire, which will clearly reflect the employee's duties and responsibilities.

Recommended Personnel to Attend

Employees who need to reduce the effects of stress on and off the job.

Program Employee Development

Hours 7

Course Code AOW



Course Title Project Team Building - Partnering

Course Description

This course is designed to improve the participant's ability to manage and resolve interpersonal and contractual disputes, i.e., personality conflict and state contractor conflict. It will examine motivational and contractual needs that lead to conflict on construction contracts. The course will examine various techniques which are successful in resolving conflict while maintaining the contractual rights of both the state and the contractor. Constructive and destructive conflict will be discussed, presented, and demonstrated. (This course may also be offered in a one day version.)

Course Objectives

Upon completion of this course participants will be able to:

1. Identify the major causes of conflict.
2. Select alternative styles to deal with conflict.
3. Defuse emotion and focus on the real issue.
4. Apply cooperative conflict management skills to reduce conflict between the state and the contractor on construction or similar projects.
5. Employ various techniques and skills for successful negotiation.
6. Develop common goals and agreements to approach construction projects as "partners."

Recommended Personnel to Attend

State employees and contractor personnel involved in inspection or administration of construction or similar projects. These classes are normally scheduled for a specific project.

Program Employee Development

Hours 14

Course Code A6P



Course Title Proofreading Techniques

Course Description

This course is designed to give participants methods for improving their proofreading skills. The emphasis is on correcting syntax errors (the formation of sentences and phrases).

Course Objectives

Upon completion of this course participants will be able to:

1. Proofread for mechanics (apostrophes, capitals, etc.).
2. Detect errors when proofreading using a variety of techniques.
3. Use and understand proofreading marks and symbols.
4. Demonstrate an overall improvement in written correspondence.

Recommended Personnel to Attend

Employees who need to proofread with greater accuracy.

Program Employee Development

Hours 7

Course Code ATH



Course Title Public Contact Skills

Course Description

This course is designed for special communication needs for employees who have public contact. Various communication techniques are examined which are useful in maintaining a favorable image, preventing misunderstanding and conflict, and diffusing angry or hostile individuals.

Course Objectives

Upon completion of this course participants will be able to:

1. Demonstrate an understanding of communication skills which present a positive agency image.
2. Handle negative contact with the public more effectively and confidently.
3. Utilize effective interpersonal communication skills.
4. Understand and demonstrate nonverbal communication and the impact it has on the communication process.
5. Demonstrate methods and techniques to successfully diffuse angry or hostile individuals.

Recommended Personnel to Attend

Employees who interact with the public through personal contact or via various telecommunication systems and need to perform and respond to the public more favorably and effectively.

Program Employee Development

Hours 7

Course Code ABV



Course Title Reading Accelerated

Course Description

This course presents a variety of rapid reading techniques and applies them to material normally read on the job. This course will attempt to set a purpose for reading that can affect the participant's choice of reading speed and techniques and assist in remembering and understanding what is read. (This is not a remedial reading course.)

Course Objectives

Upon completion of this course participants will be able to:

1. Increase reading speed without loss of comprehension.
2. Adjust reading rate to the difficulty of the material and to the participant's own purposes in reading.
3. Read with greater retention and recall.
4. Develop and demonstrate attitudes toward print that are purposeful, selective and critical.

Recommended Personnel to Attend

Employees who are average to good readers who want to improve reading speed and comprehension.

Program Employee Development

Hours 14

Course Code AOA



Course Title Secretarial & Administrative Development

Course Description

This course is designed for secretaries and administrative personnel already proficient in general office skills. This course will examine the employee's role in the organization, provide advanced skills and techniques in problem solving and goal setting. It will also review areas of interpersonal communication, job and task delegation, management of available resources, and leadership and followership roles. This course is also designed to aid in the professional development of secretarial and administrative personnel.

Course Objectives

Upon completion of this course participants will be able to:

1. Identify and understand their professional role in the organization.
2. Plan and prioritize work to achieve management and department goals.
3. Apply problem solving and goal setting techniques.
4. Demonstrate efficient use of interpersonal communication, job and task delegation and employee empowerment, management of available resources, and leadership and followership roles.

Recommended Personnel to Attend

Secretarial and administrative support personnel who have demonstrated proficiency in general office skills and have a need for further professional development.

Program Employee Development

Hours 14

Course Code AXA



Course Title Stress Management

Course Description

This course is designed to provide employees with concepts, skills and techniques for managing stress successfully. The course identifies the causes of stress and examines various techniques to deal with stress effectively and how it adversely can affect job performance.

Course Objectives

Upon completion of this course participants will be able to:

1. Identify symptoms of excessive stress.
2. Identify common causes of stress, such as, environmental, social and physical stresses.
3. Reduce stress by improving adaptability to change.
4. Demonstrate an understanding of the use of nutrition, exercise and attitude to reduce stress.
5. Demonstrate an understanding of the use of daily relaxation exercises for a healthier and less stressful lifestyle, on and off the job.

Recommended Personnel to Attend

Employees who need to reduce the effects of stress on and off the job.

Program Employee Development

Hours 14

Course Code APN



Course Title Telephone Techniques

Course Description

This course provides skills and techniques for telecommunication system use. The course contains elements of effective telephone communication, i.e., voice, tone, inflection, active listening, as well as the mechanical applications of the State system: voice mail and answering systems. It also includes dealing with angry, gossipy, facetious, and foreign language (accents/dialects) types.

Course Objectives

Upon completion of this course participants will be able to:

1. Answer the telephone with increased confidence and professionalism.
2. Communicate in a courteous, polite and friendly manner.
3. Project a positive agency service image.
4. Use voice (tone and inflection) to communicate more effectively.
5. Apply active listening skills to enhance effective interpretation and evaluation of telephonic communication.
6. Demonstrate and understand the current telecommunications system used by the department, including voice mail.

Recommended Personnel to Attend

Employees who need to improve their ability to effectively use the department's telecommunication systems.

Program Employee Development

Hours 7

Course Code APP



Course Title Time Management

Course Description

This course is designed to help employees identify areas that unnecessarily use excessive time, and then take action to increase time effectiveness. This course will emphasize time as an important resource and investment, and it will show this resource and investment can be made more efficient in small ways. Participants will also learn how to set goals and priorities to improve their management of time.

Course Objectives

Upon completion of this course participants will be able to:

1. Identify major areas that unnecessarily use excessive time.
2. Establish goals and priorities to manage time more effectively and efficiently.
3. Understand how to modify behavior patterns to improve time use.
4. Demonstrate how to save time through effective communication and timesaving techniques and methods.

Recommended Personnel to Attend

Employees who need to improve their effective management and use of time.

Program Employee Development

Hours 7

Course Code AAO



Course Title Train the Trainer

Course Description

This course will provide concepts, skills and techniques to design and present a training program to include; identify and analyze training needs, establish training objectives, select course content, select and apply different training methods, and determine support and administrative requirements for training, e.g., materials, equipment, facilities, etc. The importance of evaluation will also be emphasized. The participant will make a brief presentation that will be video taped for critique. This course will assist in employee preparation for presenting future training courses.

Course Objectives

Upon completion of this course participants will be able to:

1. Identify and analyze training needs.
2. Develop and write behavioral stated training objectives for training subjects.
3. Design learner oriented training with greater effectiveness and results, prepare an organized lesson plan and outline, and select and apply appropriate training methods and training techniques, e.g., demonstration, simulation, role playing, small group discussions, etc.
4. Demonstrate competency in the administration of training, to include: cost, scheduling, materials, equipment, training facilities, and audio visual aids.
5. Evaluate the effectiveness of training and develop strategies to improve training retention.
6. Demonstrate an understanding of WSDOT Automated Training Management System (ATMS) and it's application to the department's training system.
7. Present a brief training presentation related to their own training activities.

Recommended Personnel to Attend

Employees who have a need to develop, plan and/or instruct training courses.

Program Employee Development

Hours 21

Course Code AD9



Course Title Training One-on-One

Course Description

This course is designed to assist employees who are required to provide one-on-one and small group training or instruction on the job. This course emphasizes the design of an effective on the job (OJT) learning experience. It includes preparation and delivery, with demonstrations of participants to practice specific methods. Demonstrations, coaching, modeling, and feedback skills will be presented and discussed.

Course Objectives

Upon completion of this course participants will be able to:

1. Identify and demonstrate the major characteristics of effective instruction for one-on-one and small group training situations.
2. Determine the appropriate material, times, location and methods to conduct one-on-one and small group instruction using pre-written course outlines and objectives.
3. Identify and demonstrate the major skills needed for effective instruction and assessment of their personal strengths and areas which need improvement after analyzing one-on-one and small group training examples.
4. Demonstrate the ability to conduct an effective one-on-one or small group training situation to the satisfaction of the course instructor.

Recommended Personnel to Attend

Employees who have a need to conduct OJT or instruct one-on-one or small group training sessions.

Program Employee Development

Hours 7

Course Code ARX



Course Title Writing Managerial Letters and Memos

Course Description

This course covers the principles and techniques of effective letter and memo writing, and is designed for employees who also review, approve, and delegate writing assignments to others. Instruction will emphasize the use of WSDOT correspondence policies and procedures. Participants are required to bring samples of their writing to class, i.e., reports, letters and memos. This course is also designed for persons who are required to prepare correspondence as a manager or for a manager.

Course Objectives

Upon completion of this course participants will be able to:

1. Write letters and memos with greater awareness of their purpose and the reader's needs.
2. Organize material in a logical order so that the letters and memos will contain the necessary information and have the desired effect on the reader.
3. Identify and understand the different roles of the writer and reviewer.
4. Edit the work of others as well as their own work.
5. Demonstrate the use of writing review techniques that will encourage good writing in others.

Recommended Personnel to Attend

Employees who need to improve their ability to prepare managerial letters, memos and similar documents and correspondence.

Program Employee Development

Hours 14

Course Code AT2



Course Title Writing Reports

Course Description

This course is designed to focus the writer's attention on the essential elements to be used when structuring a report. Samples of participant report writing will be brought to class will be reviewed during the class.

Course Objectives

Upon completion of this course participants will be able to:

1. Plan and write a readable written report.
2. Determine the audience, purpose, and use of a written report.
3. Organize and outline the report material in a logical and functional order.
4. Select necessary visuals and graphs for various written reports.
5. Write sentences and paragraphs which follow the principles of clear and concise writing.
6. Demonstrate the ability to revise written reports for clarity, conciseness, accuracy, and objectivity.

Recommended Personnel to Attend

Employees who need specialized skills in report writing.

Program Employee Development

Hours 14

Course Code AQQ



**Washington State
Department of Transportation**

REQUEST FOR PROPOSALS

COST SHEETS



Request for Proposals

RFP No. WSDOT-SD-ED01-04

Course Delivery Cost Sheet

Employee Development Program

INSTRUCTIONS: Complete one Course Delivery Cost Sheet for each course you propose in this RFP. Fill in the Course Title and the Course Code and total cost per session for each location/area. Total cost per session should include all costs, to include: per diem, travel, materials, and course delivery. Reproduce this form as necessary. Also follow the instructions for submitting proposals in the RFP.

Course Title: _____

Course Code: ___ ___ ___

Date	Location/Area	Cost Per Session
TBD	1 SEATTLE (NW Region)	\$ _____
TBD	2 WENATCHEE (NC Region)	\$ _____
TBD	3 OLYMPIA (Olympic Region)	\$ _____
TBD	4 VANCOUVER (SW Region)	\$ _____
TBD	5 YAKIMA (SC Region)	\$ _____
TBD	6 SPOKANE (Eastern Region)	\$ _____

TBD = To be determined.



**Washington State
Department of Transportation**

EXAMPLES

Detailed Course Outline

And

Macro Overview



REQUEST FOR PROPOSALS

DETAILED COURSE OUTLINE

Example

COURSE TITLE: DELEGATION

I. Manager's Job and the Benefits of Delegation

A. Simultaneous goals – at times in conflict

1. Meet the needs of the Department
2. Meet the needs of personnel
 - Self/other
 - Current/preparation for future

B. Delegation is a key tool available

1. Definition: getting things done through people; trust you to do this.
2. In fact, a necessary tool for survival (manager and organization)
3. Simultaneously meets both goals of manager (organizational and personnel)

C. Benefits of Delegation

1. For Organizational and Delegator
 - Meets operational demand
 - Extends results from what a person can do to what that person can control
 - Releases time for other activities
 - Develops staff (team) initiative, skills, knowledge and competence
 - Develops involvement, morale
 - Maintains/establishes appropriate decision level
 - Optimum use of skills and personnel resources
 - Skill development
 - Faster, more accurate results
 - Builds trust in/with subordinates
 - Effective and appropriate use of authority, power and influence

2. For Delegatee

- Provides opportunity for meaningful work
- Develops skills, knowledge, involvement
- Opportunity for recognition and personal reward
- Exercise responsibility
- Create path of accomplishment for future growth
- Builds experience and competence
- Builds independence
- Builds trust in manager and organization

D. Instructor's Summary: Can see that delegation is an effective tool in "getting the job done" for both the organization and the individual; it is worthwhile, now, to summarize the needs of both the organization and the individual. We will use the information when we discuss the process and decisions involved in taking appropriate delegating actions.

1. The manager needs to know the organization and where his/her function fits.

Basic needs include:

- Identify opportunities
- Solving problems
- Generating coherent results leading to specific goals or agreed upon direction

2. The individual has personal, job related needs:

- Meaningful work
- Appropriate recognition (financial or other)
- Balance of independence and support
- Potential for growth (financial or other)

II. Delegation – Elements - Process

A. Looking for opportunities to match organization needs and personnel's needs.

1. Questions to ask in preparing for delegating:

- What do I do?
- What must I do – now? – in the future?
- What needs doing that I am not doing?
- What else do I want to do?
- What are my recurrent problems, activities?
- What are my department's needs for growth?
- What are my people's needs?
- Who is available?
- What are their skills, knowledge, and interests?

2. Why choose this/these activities to delegate?
 - Definition
 - Trust
 - Training
 - Skills
 - Time
3. Who can do this?
 - Skills, talent, experience
 - Work styles, values, personal style
 - Growth objectives, general and specific

B. Where, how to find the answers:

1. Organizational
 - Department Plan:
 - A tool to recognize the department
 - Resources of the Department
 - Priorities
 - How activities and people fit into larger organization

(Instructor will present model, participants will apply model to own situations)

 - Status Report:
 - A tool to implement department plan, track activities and make delegation decisions
 - Get perspective; recognize key factors affecting department performance
 - Recognize opportunities and commitments
 - Identify and support key decisions
2. Personnel
 - Personal Profile:
 - Tool to recognize individual skills, knowledge, interests, style and values:
 - Key tool to ensure match of organizational and personal needs.

(As with Department Plan and Status Report, Instructor will present model and participants will apply model to own situations.)

C. The Act of Delegating:

1. Arriving at specific agreements
2. Letting go
3. Appropriate support/monitoring
4. Consider specific issues, time, personnel

5. All plans must consider
 - Definition of tasks
 - Manager alone decides
 - Negotiated with delegatee (consider personal styles, needs of situation)
6. Assignment of task
 - Specific
 - Volunteers
 - Negotiations
7. Specific expectations/work plan
 - Results
 - Time
 - Support
 - Trust, experience, knowledge
 - Monitoring process and schedule
8. Delivery/presentation of results
9. Follow-up and feedback

D. Specific Plan for delegating – A proposed format

1. Data
 - Issue/activity
 - Priority/time
 - Decision level and “resident knowledge”
 - Available personnel
2. Decision
 - Who
 - Why
 - Date(s)
 - Result(s)
 - Support and follow-up

III. Barriers – Trust and Awareness

A. For Delegator:

1. Preference for operating rather than managing demand that everyone “knows all the details”
2. “I can do it better myself” attitude
3. Lack of delegating experience or success insecurity
4. Fear of being disliked
5. Refusal to take risks – to allow mistakes – lack of confidence, trust in subordinates
6. Perfectionism

7. Lack of managing skills – balancing workload ability to monitor, support lack of role models and reinforcement inconsistency in level of authority and responsibility
8. Unclear tasks
9. Lack of controls

B. For Delegatee:

1. Lack of experience
2. Lack of confidence and competence
3. Avoidance of responsibility
4. Lack of previous recognition
5. Over dependence on others
6. Immersion in trivia
7. Unclear understanding of tasks or priorities
8. Fear of recognition

C. In the Situation

1. Lack of role models
2. No room for mistakes
3. Criticality of decisions
4. Real lack of time
5. Real lack of resources
6. Confusion re: responsibility and authority

IV. Reverse Delegation: Consideration of Authority, Power and Influence

A. When:

1. Making rewards, giving recognition – to capitalize on influence, prestige
2. Leverage in communication – influence
3. Critical decision – power
4. Policy announcements – authority

B. Why:

1. Subordinate avoids risk – fear of authority, power (responsibility)
2. Subordinate afraid of criticism – disproportionate influence
3. Subordinate lacks confidence – gives up power
4. Subordinate lacks necessary information
5. Subordinate wants recognition to feel needed
6. Manager unable to say no to requests – unclear re: own power system has jealous regard for power, authority and influence

V. Personal Assessment Questions:

- A. Do you take work home regularly?
- B. Do you work longer hours than subordinates?
- C. Do you spend time doing for others what they could do for themselves?
- D. Do you handle activities or problems you had before assuming current job responsibilities?
- E. After an absence, is the in basket to full?
- F. Is there anyone trained to take your place?
- G. Have you taken a vacation recently?
- H. Are you often interrupted with questions on ongoing projects?
- I. Do you leave others alone once task is assigned?
- J. Is your department meeting its commitments relative to content and schedule?
- K. Do you feel continuous stress?
- L. Do you find yourself saying, "There must be a better way"?
- M. Are you glad this is the end of this RFP example?



**REQUEST FOR PROPOSALS
MACRO OVERVIEW**
Example

Macro Overview

Course Title: Delegation

Summary Outline See attached detail	Behavioral Objectives	Instructional Methodology	Time Est. Hrs.
I. Manager's Job: benefits of Delegating A. Dual Goals B. Tool C. Benefits D. Overview	Participants will be able to Lecture identify benefits of delegation	facilitated discussion	1 Hour
II. Elements: Process A. Preparatory questions B. Answers organization personnel C. Act of delegating delegating plan	Participants will demonstrate the skills of effective delegation by identifying the elements and process used and process used and be able to apply concepts to real situations	brainstorming lecture example facilitated discussion	3 ½ Hours
III. Barriers A. Delegator B. Delegatee C. Situation	Participants will be able to describe the barriers to effective delegation	summary by instructor	1 Hour
IV. Reverse Delegation A. Power B. Authority C. Influence	Participants will be able to apply the concepts of reverse delegation, power, authority, and influence	lecture discussion	½ Hour
V. Personal Assessment Questions	Participants will be able to examine areas for improvement in personal application for more effective delegation	questionnaire	2 Hours
TOTAL HOURS:			8 Hours